

2024 - 2029



STRATEGIC PLAN

Photo: Tourism Squamish



**SQUAMISH
COMMUNITY
FOUNDATION**

IT STARTS WITH COMMUNITY



Squamish Community Foundation was established in 2003 by a group of visionary community leaders with the purpose of receiving and managing funds to support registered charities and qualified donees. Seed funding was raised with the generosity of our founding members, along with grants from the District of Squamish and Vancouver Foundation, to establish our very first community endowment funds. With the support of our generous donors and partners, our endowment funds have since grown to over \$1 million in assets with annual disbursements exceeding \$40,000.

We also partner with other foundations, charities, and government agencies to administer flow-through funds for much needed community initiatives and programs. Vancouver Foundation's Neighborhood Small Grants have been a pillar of our programming over the past seven years, helping to bring ideas and people together to create a strong and enduring sense of community. In 2021, we forged a partnership with the District of Squamish to administer the disbursement of Community Enhancement Grants to organizations providing essential programs and services. And more recently, we've provided localized support for COVID-19 pandemic recovery efforts, including the Province of BC COVID-19 Safe Restart Grants and Community Prosperity Fund, and the Government of Canada Emergency Community Services Fund and Community Services Recovery Fund. Since 2011, Squamish Community Foundation has engaged in research to assess key indicators of vitality and well-being in our community, and compiled this data into comprehensive Vital Signs reports to bring awareness and advocacy to persistent and emerging community issues. Our most recent 2023 Vital Signs Report can be found here: https://www.squamishfoundation.com/wp-content/uploads/2023/07/SQCF5740_VitalSignsReport-2023_Digital-Spreads.pdf.

Squamish Community Foundation is governed by a dedicated board of directors representing a diverse spectrum of professions and experience who firmly believe in the potential of our organization and the power of legacy endowment funds. There are currently eleven board positions, with each position serving a maximum of two three-year terms. Day to day leadership of the organization falls to our experienced and capable executive director, with the support of a skilled marketing project manager, and ongoing plans to grow our team.

As we grow, so do our aspirations for sustained and meaningful impact in our community. It is these aspirations, along with our vision for a better future, that drive our efforts today. Realizing this vision will be no small feat, as we navigate the challenges of social justice and climate change in the evolving philanthropic landscape of a post-pandemic world. We are up for the challenge, and we invite *all* community members to join us on the path toward a thriving, diverse and inclusive community empowered by a legacy of giving.



DECOLONIZING PHILANTHROPY

Squamish Community Foundation operates on the unceded ancestral lands of the Sḵwxwú7mesh Úxwumixw (Squamish Nation). Squamish Nation is comprised of over twenty six reserve lands, including the local territories of Cheakamus, Waiwakum, Kowtain, Stawamus, Yekwaupsum, Seaichem, and Aikwucks. Today, this land is home to over four hundred members of Squamish Nation, who contribute to the cultural richness of our community and a deep connection to the natural environment that surrounds us. The Sḵwxwú7mesh sníchim (Squamish Language), once the first language of the Squamish People, is spoken by dozens of members of Squamish Nation. Squamish culture honours wisdom traditions that incorporate the land, water and people into its teachings from ancestors over generations.

Squamish Community Foundation recognizes that our organization is influenced by colonial practices, and as a result, Indigenous people and programs are historically underrepresented as donors, grant recipients, board members, staff, volunteers and advisors. We are committed to embracing Indigenous wisdom and traditions in our work, and will amplify our efforts in a decolonized approach to philanthropy that reflects Indigenous perspectives and needs.



Photo: Christine Baker, TlatlaKwot



OUR COMMITMENT TO DIVERSITY, EQUITY & INCLUSION

We operate under the fundamental principle that diversity, equity and inclusion is the only way to ensure we advance our mission in a just and equitable way. As a community foundation, we feel a deep responsibility to actively affirm human diversity in all its forms, including, but not limited to: ethnicity, race, gender, sexual orientation and identification, age, economic circumstances, class, ability, geography, religion, and philosophy.

To that end, we are working to foster a culture of inclusion that reflects the needs, viewpoints and assets of our community by engaging diverse perspectives in grant making, seeking broader representation in decision making, engaging donors from diverse backgrounds, and ensuring that all community members see themselves in the stories of impact we tell. We will further this work by assessing colonial, racist, or oppressive practices that impede our work, and actively advocate for positive systemic change.

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

In 2015, the United Nations established the 2030 Agenda for Sustainable Development, which outlines 17 ambitious Sustainable Development Goals (SDG's) to advance the global community toward a more peaceful, just and sustainable future for people and the planet. We recognize the importance of aligning with this global agenda, understanding how these goals apply within our community, and supporting local level action to advance the goals. Our first steps toward this includes integrating the SDG's into our granting process and the latest edition of the Vital Signs report. We will continue to prioritize the advancement of the SDG's through our own work and with local, regional, and national partners.



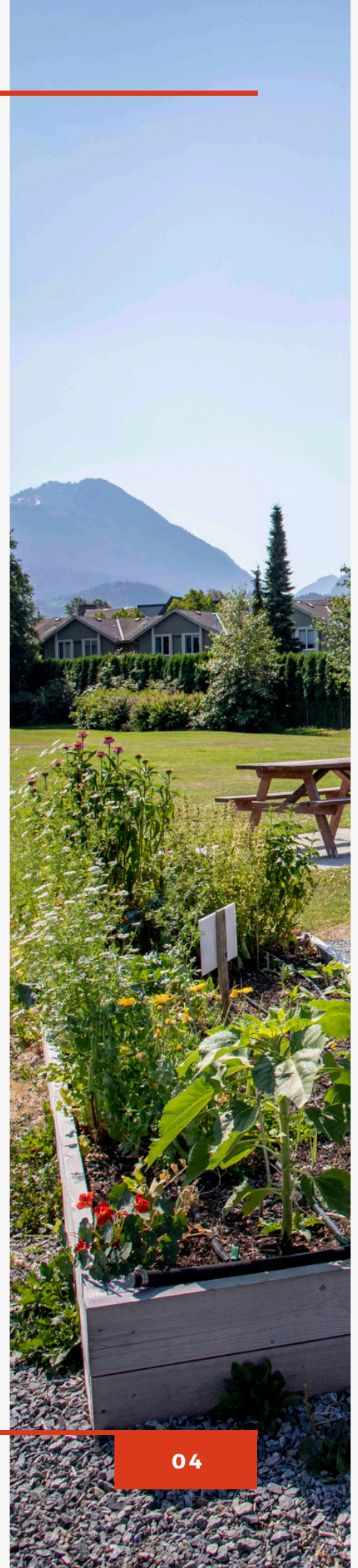
METHODOLOGY

OUR APPROACH TO PLANNING



Squamish Community Foundation engaged the services of an external facilitator for the development of a new Strategic Plan, and met over two meetings to collectively harness the knowledge and experience of board members and staff. The result was a strategic plan co-created to guide our work for the next three to five years, inclusive of a mission, vision, values, strategic priorities, goals and action plans that reflect the current landscape of philanthropy, diverse perspectives of our community, and priority community needs.

The mission, vision, values, strategic priorities and goals form the 'evergreen' elements of this strategic plan, while the action plans are intended to be implemented, measured and updated annually. Action plans were completed using a logic model template adapted to the needs of Squamish Community Foundation. Minutes from these meetings have been recorded as additional background for the development of the Strategic Plan.



SITUATION ANALYSIS

RESEARCH PROVIDED IMPORTANT CONTEXT

Primary research included a board and staff survey, interviews with all board and staff, and a donor survey. These sources of data proved particular insight into the strengths of Squamish Community Foundation, the level of awareness of our organization, and the motivations and preferences for those involved with our cause.

Secondary sources of data were gathered to assess current trends impacting the non-profit sector, the competitive landscape, and the role of community foundations as a localized solution for philanthropy. Several key issues emerged from this research:



The rapid rate of change and concurrent crises in the world are contributing to uncertainty and anxiety in society.



Increased demand is putting a strain on charities.(1)



Inflation is contributing to increased demand for services and costs for service delivery, and a decrease in donations and fundraising.(2)



Smaller organizations with modest operating reserves are most at risk, and the high demand for fundraising dollars makes it difficult for them to compete.(3)



Volunteerism has not returned to pre-pandemic levels.(4)



Conversations are moving beyond diversity, equity and inclusion; the non-profit sector is driving societal change on key issues of decolonization, anti-racism, social and environmental justice, but with limited resources.(5)





MISSION

TO ENHANCE THE WELL-BEING OF OUR COMMUNITY BY INSPIRING GIVING FOR SUSTAINED IMPACT.



VISION

WE ENVISION A THRIVING,
DIVERSE AND INCLUSIVE COMMUNITY
EMPOWERED BY A LEGACY OF GIVING

VALUES

THE PRINCIPLES THAT GUIDE OUR ACTIONS, SHAPE OUR ORGANIZATIONAL CULTURE AND DETERMINE HOW WE INTERACT WITH OUR CONSTITUENTS

LEGACY

We are inspired to leave a legacy of community giving and empowerment for all. Our work will directly contribute to a sense of belonging, prosperity and connection for the people and natural ecosystems that make up our community.

STEWARDSHIP

We are dedicated to the ethical and responsible stewardship of the funds, community and lands that are entrusted with us.

RELATIONSHIPS

In the spirit of community partnership, we foster genuine, long-lasting relationships built on integrity, mutual respect, and a shared desire for positive change.

EQUITABLE

We actively engage with our community to achieve equal representation in all aspects of our work, and reduce barriers to funding for those who have been historically underrepresented or marginalized.

EFFECTIVE LEADERSHIP

We pursue opportunities for learning, knowledge sharing, and advocacy on issues that matter most to our community.

“

Legacy is not leaving something for people.

It's leaving something in people.

- Peter Strople

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WHAT MAKES US UNIQUE?



THROUGH INCLUSIVE COMMUNITY ENGAGEMENT, WE UNDERSTAND AND BRING AWARENESS TO IMPORTANT COMMUNITY ISSUES.



WE OFFER DIVERSE GIVING OPTIONS TO HELP DONORS DIRECT FUNDS WHERE THEY ARE NEEDED MOST.



WE BUILD LONG-TERM RELATIONSHIPS FOR SUSTAINED COMMUNITY IMPACT.



WE RESPONSIBLY STEWARD COMMUNITY FUNDS TO SUPPORT AN ENDURING LEGACY.

STRATEGIC PRIORITIES

GROW OUR BRAND: IGNITE AND AMPLIFY COMMUNITY PASSION AND COMMITMENT FOR OUR CAUSE.

GOALS:

1. Increase our profile as a trusted community resource making a distinctive impact.
2. Leverage our unique value proposition to build our donor base and increase funds.
3. Create and execute a content marketing strategy.



GROW OUR FUNDS: DEVELOP THE FUNDS AND RESOURCES NEEDED TO INCREASE AND SUSTAIN OUR IMPACT.

GOALS:

1. Build a self-sustaining operating budget by increasing endowment and operating funds by \$100K/year through 2029.
2. Create one new endowment fund per year.
3. Obtain minimum \$30K/year in grant administration funds.
4. Plan, organize & host one fundraising event per year
5. Renew/retain/grow agreement with anonymous donor.

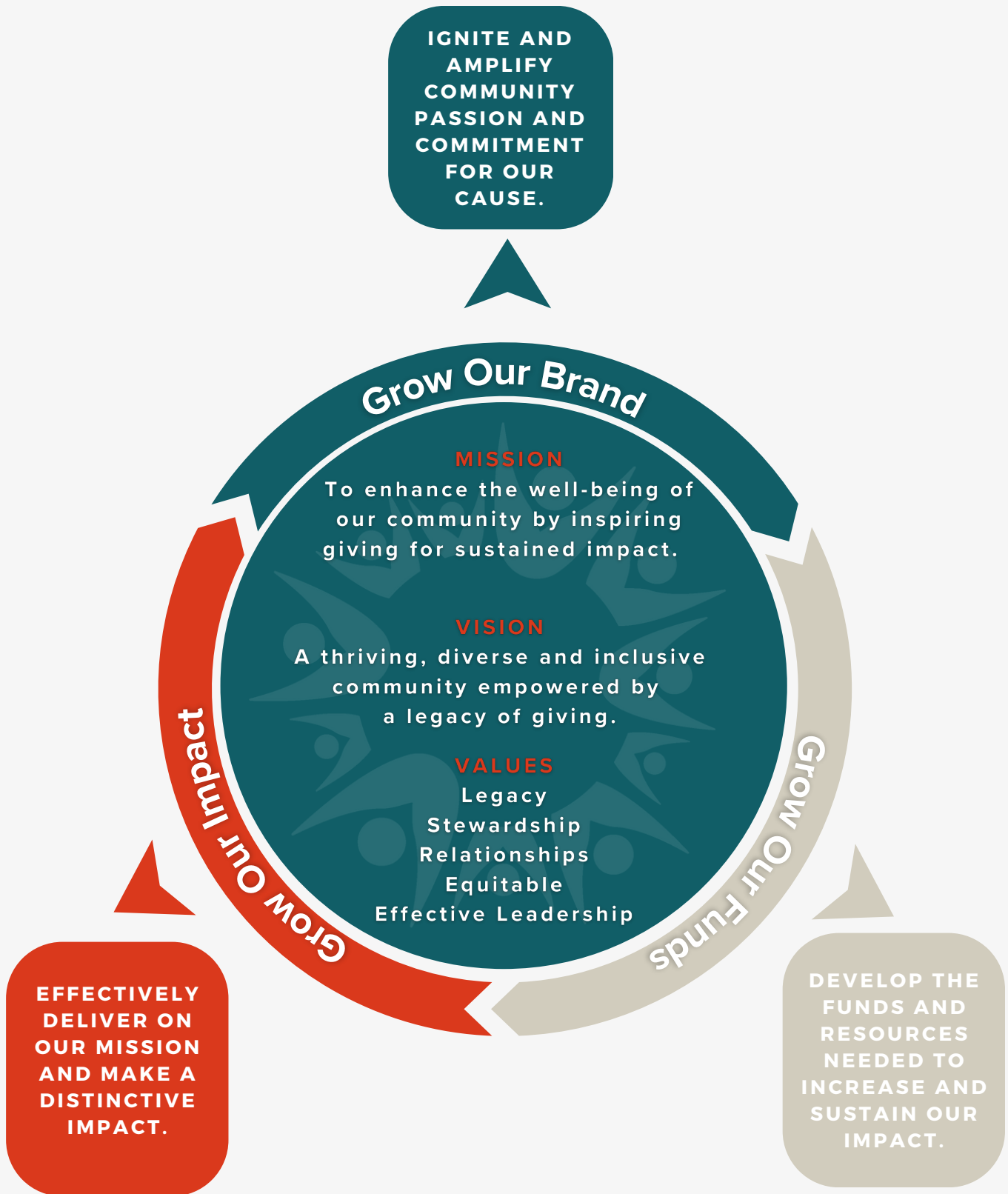


GROW OUR IMPACT: EFFECTIVELY DELIVER ON OUR MISSION AND MAKE A DISTINCTIVE IMPACT.

GOALS:

1. Improve community life through effective & diversified grant giving.
2. Increase internal diversity, equity & inclusion representation & decision making capacity.
3. Increase community impact through knowledge leadership, capacity building & shared learning, particularly in areas of connection and belonging.





ENDNOTES

(1),(2),(3) (2023). *The Giving Report 2023*. CanadaHelps. <https://www.canadahelps.org/en/the-giving-report/>

(4) Riley, Sharon. (2023, January 24). *'Era of uncertainty': How leaders in Canada's non-profit sector are preparing for 2023*. The Philanthropist Journal. <https://thephilanthropist.ca/2023/01/era-of-uncertainty-how-leaders-in-canadas-non-profit-sector-are-preparing-for-2023/>

(5) (2021, January). *Beyond Diversity, Equity & Inclusion: An introduction to CFC's commitment to supporting and progressing anti-racism*. Community Foundations of Canada and The Learning Institute. <https://communityfoundations.ca/wp-content/uploads/2021/01/Our-Commitment-CFC.pdf>